

<p><b>NHS 24 BOARD</b></p>	<p><b>27 AUGUST 2020 ITEM NO 11.2 FOR ASSURANCE</b></p> <p><b>WORKFORCE PERFORMANCE REPORT (May-July 2020)</b></p>
<p><b>Executive Sponsor:</b></p>	<p>Interim Director of Workforce</p>
<p><b>Lead Officer/Author:</b></p>	<p>Interim Director of Workforce</p>
<p><b>Action Required</b></p>	<p>The Board is asked to note the workforce report for assurance.</p>
<p><b>Key Points for this Committee to consider</b></p>	<p>This report is the quarterly workforce report to Board Committees and the NHS 24 Board. Our aim is to produce the right level of detail for governance purposes with more detailed reporting (weekly/monthly) to operational management teams. In the first of these quarterly reports, there is a reduced level of detail in some areas, however we have included a wider range of reports. Feedback is welcome.</p>
<p><b>Governance process</b></p>	<p>The Workforce Report is presented to the Executive Management Team prior to its presentation Committees and the NHS 24 Board.</p>
<p><b>Strategic alignment and link to overarching NHS Scotland priorities and strategies</b></p>	<p>Information on our workforce allows NHS 24 governance committees to make informed decisions, which support achieving a healthy culture, creating capacity, capability and confidence in our people and teams. NHS 24 is required to evidence performance against the Staff Governance Standard.</p>
<p><b>Key Risks</b></p>	<p>Any risks identified with our workforce performance will be considered as part of the Strategic Planning Resource Allocation (SPRA) process and will be monitored through our Strategic and Corporate Risk Registers.</p>
<p><b>Financial Implications</b></p>	<p>Currently, there are no financial implications to highlight.</p>
<p><b>Equality and Diversity</b></p>	<p>NHS 24 has noted the emerging data on the impact of COVID-19 on BAME health and care workers. NHS 24 is continuing to work with emerging data and advice and are currently taking forward a request from Scottish Government to strengthen our engagement with our BAME workforce.</p>

## 1. RECOMMENDATION

The NHS 24 Board is asked to:

- Discuss and note the information contained within the Workforce Performance Report and any actions identified to be taken forward.

## 2. TIMING

- 2.1 This report provides metrics and analysis for the months of May to July 2020 and includes historic trend information.
- 2.2. It is proposed that the future reporting schedule will align to financial quarter reporting periods and so the next report will provide analysis on Quarter 2 (July, August and September).

## 3. BACKGROUND

- 3.1 To support workforce management across NHS 24 the importance of accurate workforce information and intelligence to better understand both the current and future workforce is recognised. The Executive Management Team has considered and agreed a programme of work to enhance our approach to workforce planning, reporting and reviews of our internal establishment control groups and procedures.
- 3.2 The NHS 24 Workforce Plan is monitored on an ongoing basis. Weekly and monthly reports are produced for operational management purposes. A comprehensive report is provided quarterly to Board Committees and the Board for the purposes of assurance against the Staff Governance Standard.

## 4. Commentary on the Workforce Report

### 4.1 Recruitment

NHS 24 continues to implement recruitment campaigns to attract and recruit at pace, staff to support an expanded service delivery requirement. NHS 24 will continue to seek fixed term appointments for a number of posts due to the receipt of non-recurring funding.

### 4.2 Absence

The overall absence figure for May – July 2020 does not include absence due to COVID-19 and is reported separately. COVID Shielding has been paused from 1<sup>st</sup> August 2020 and risk assessments are now being undertaken to support staff return to work. This correlates with the high number of closed cases on the 31<sup>st</sup> July 2020. A more detailed paper on sickness absence is provided separately to the Staff Governance Committee.

### 4.3 Turnover

Due to COVID-19 NHS 24 recruited temporary Call Operators to help support the demand on our services. A number of fixed term contracts for this staff

group have ended with a corresponding increase in leavers in May –July 2020.

#### 4.4 Employee Relations

As an immediate response to the COVID19 pandemic, a significant amount of case work was put on hold. As agreed in partnership, active case management has resumed. 1-5 self-identified calls were made to the Whistleblowing Alert and Advice Line between 1 November 2019 and 30 April 2020.

#### 4.5 Training

An SBAR was recently developed to recommend a move towards a rolling 12-month approach to compliance reporting for the completion of these modules, and feedback received from Service Delivery and Nursing colleagues indicated that this change would be welcomed. The figures included in this report reflect all completions within the last 12 months.

The Executive Team agreed principles, corporate approach and objectives for appraisal, objectives setting and personal development planning. A more detailed paper is provided to the Staff Governance Committee.

Training on the Appraisal process re-commenced in July, and over 160 staff have now attended a session in the past 12 months.

### 5. **ENGAGEMENT**

5.1 Appropriate engagement has taken place with relevant managers from across all Human Resource functions, Service Delivery and Finance.

### 6. **FINANCIAL IMPLICATIONS**

6.1 When finalised, the financial implications of the leadership development plan will be included in the proposal for approval by the Executive Management Team.

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List of the metrics included in the current report:

No.	Metric	Details	Comments
	Summary of Establishment	<ul style="list-style-type: none"> <li>· Current Staffing level, headcount</li> <li>· Pyramid representation of headcount and WTE</li> </ul>	
1.	Staff in Post	<ul style="list-style-type: none"> <li>· Headcount &amp; WTE (Previous 8 quarters)</li> <li>· Headcount by Directorate and by contract type (Permanent, Fixed Term, Agency, Secondments, Internal Secondments)</li> </ul>	
2.	Recruitment	<ul style="list-style-type: none"> <li>· Recruitment by Region</li> <li>· Posts advertised by Directorate</li> <li>· Headcount of New starts and leavers</li> </ul>	<p>Recruitment figures in first three charts are reflective of April, May and June.</p> <p>Posts advertised are based on the number of adverts not WTE.</p>
3.	Organisational Profile	<p>Staff Profile by:</p> <ul style="list-style-type: none"> <li>· Religious Belief</li> <li>· Sexual Orientation</li> <li>· Disability</li> <li>· Ethnicity</li> <li>· Age</li> <li>· Gender</li> </ul>	
4.	Absence	<ul style="list-style-type: none"> <li>· Includes absence rate for the quarter in comparison with trends for previous years</li> <li>· Top five absence reasons for past 2 quarters</li> <li>· Absence breakdown by Directorate</li> <li>· Absence Type Hours Lost and Instances – Short term and Long term absences breakdown by hours and instances</li> <li>· Monthly Trend Coronavirus Open Cases</li> </ul>	

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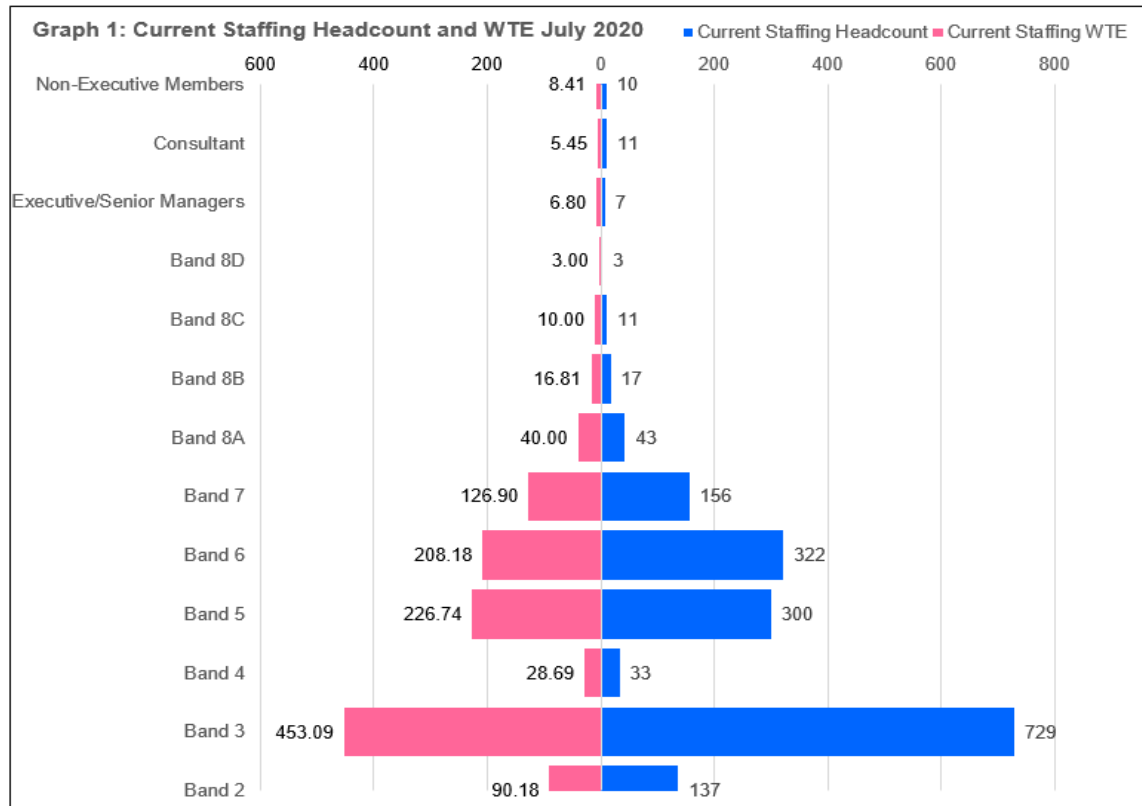
5.	Turnover	<ul style="list-style-type: none"> <li>• Current turnover rate with trends for previous years</li> <li>• Breakdown by age band and length of service</li> <li>• Stability Index - A stability index indicates the retention rate of employees with over one year service</li> <li>• Breakdown by grade</li> <li>• Turnover by location</li> <li>• Turnover % comparison</li> </ul>	
6.	Employee Relations	<ul style="list-style-type: none"> <li>• No. of staff on Redeployment and average time (in months) on redeployment</li> <li>• Redeployment- Gender</li> <li>• Employee Relations activity by event type (year to date)</li> <li>• Employee Relations activity by event type 2 quarters</li> </ul>	
7.	Training	<ul style="list-style-type: none"> <li>• Mandatory and Essential eLearning modules</li> <li>• Essential Clinical modules</li> <li>• Appraisals</li> </ul>	

**Summary of Establishment**

Table 1: STAFFING	Budgeted WTE	Current Staff as at 31/07/2020		Variance against Budgeted WTE 2020/21
		31-Jul-20		
	Agreed Established WTE	Current Staffing Headcount	Current Staffing WTE	WTE
<b>Total Nursing Staff</b>	319.00	382.00	259.75	-59.25
<b>Other Clinical Staff</b>	53.53	93.00	43.38	-10.15
<b>Total Clinical Frontline</b>	972.39	1100.00	674.91	-297.48
<b>Total Business &amp; Administrative</b>	273.32	273	249.87	-23.45
<b>Total Staff</b>	1618.24	1848	1227.91	-390.33

Primary Care Triage, Mental Health Hub and Covid-19 staff have been included within these figures

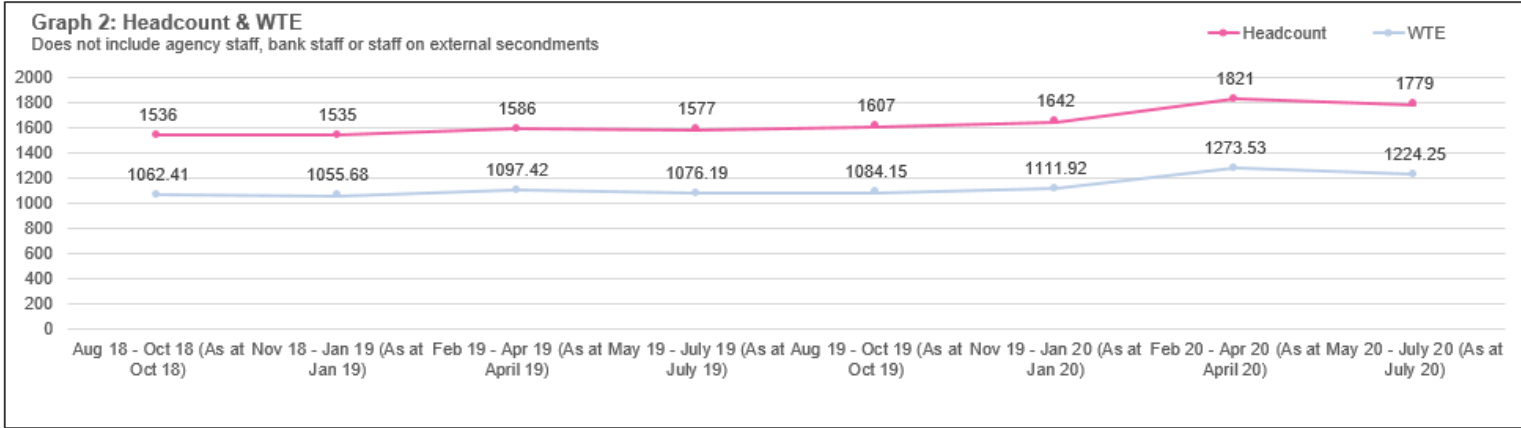
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### 1. Staff in post

Staff in post figure includes staff on maternity leave. This table do not include staff on career breaks or on secondment out of NHS 24, (2 career breaks and 12 on an external secondment).

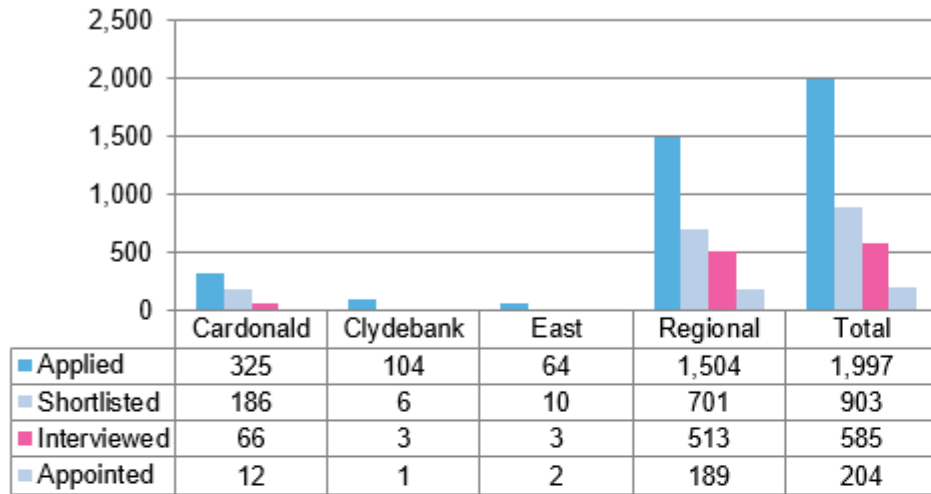
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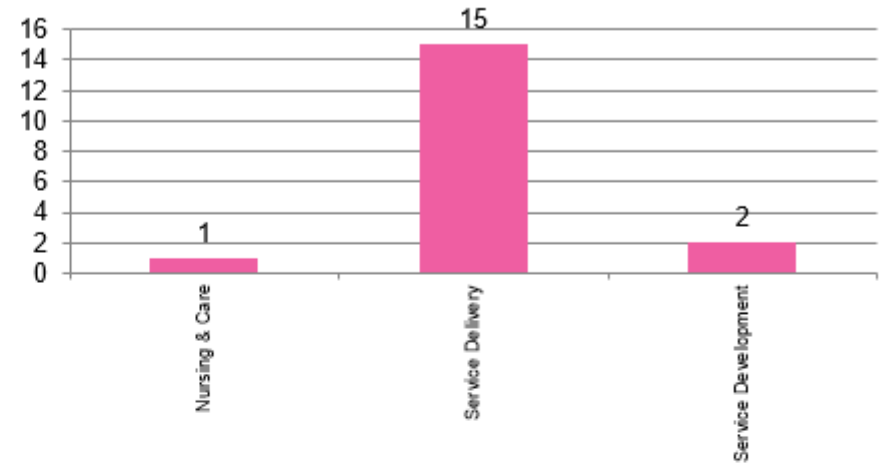


2. **Recruitment**

**Graph 4: Recruitment by Region**  
April - June 2020



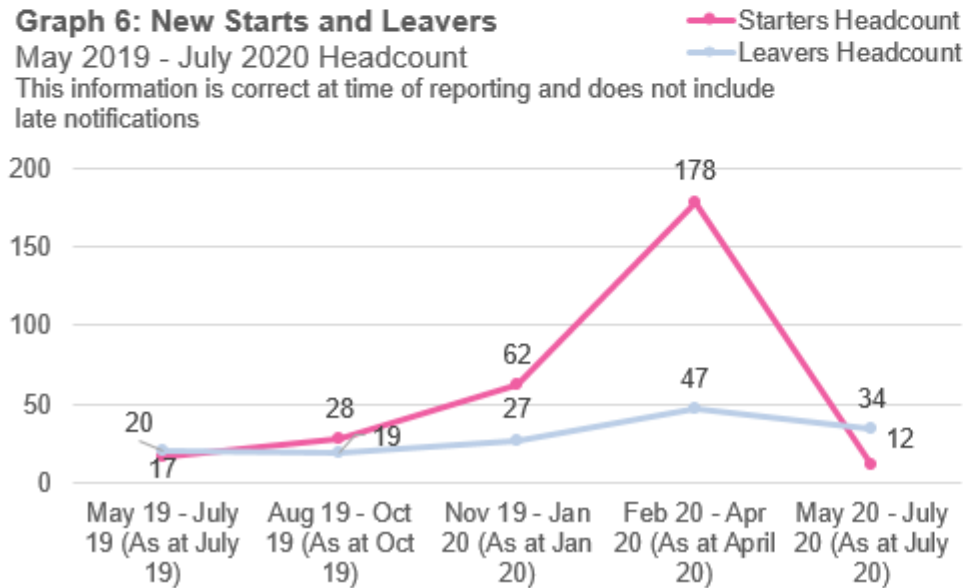
**Graph 5: Posts advertised by Directorate**  
April - June 2020



**Graph 6: New Starts and Leavers**

May 2019 - July 2020 Headcount

This information is correct at time of reporting and does not include late notifications

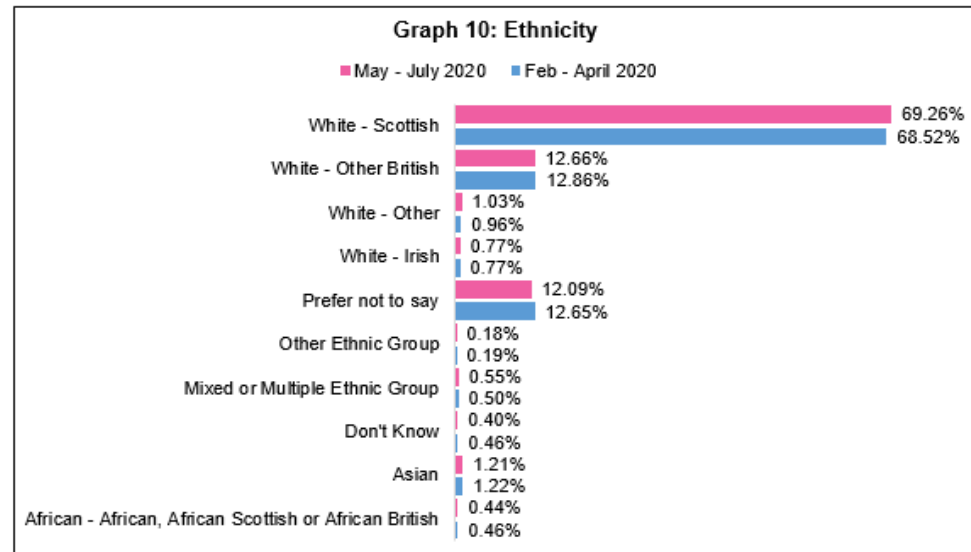
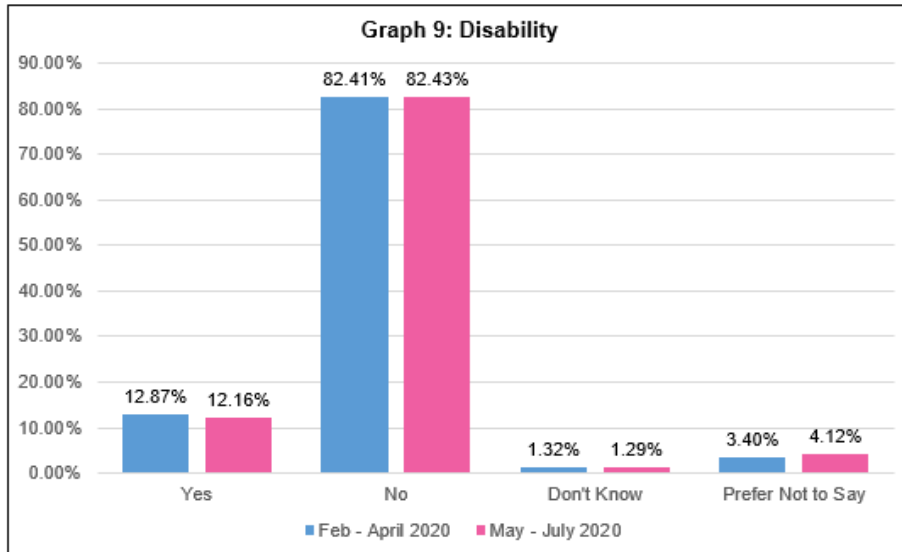
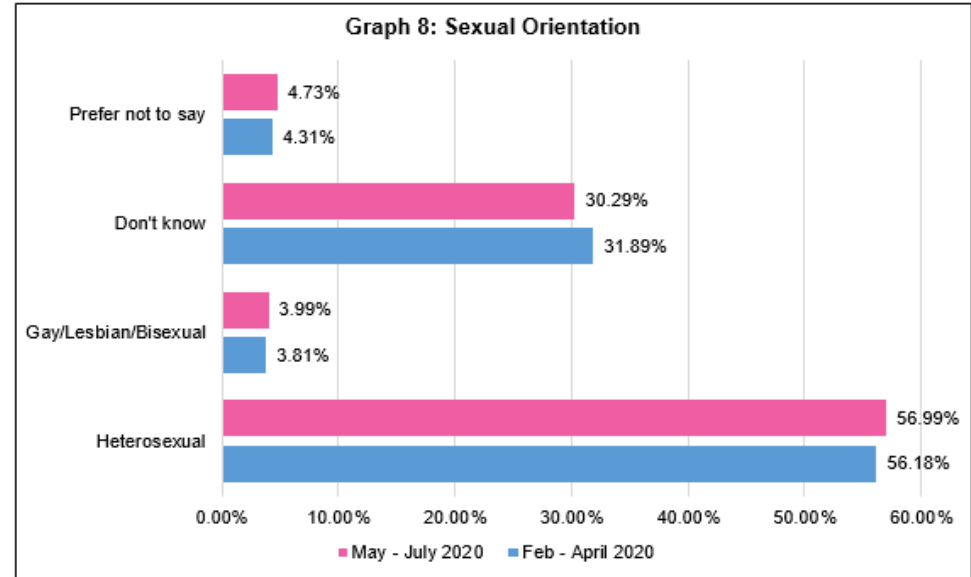
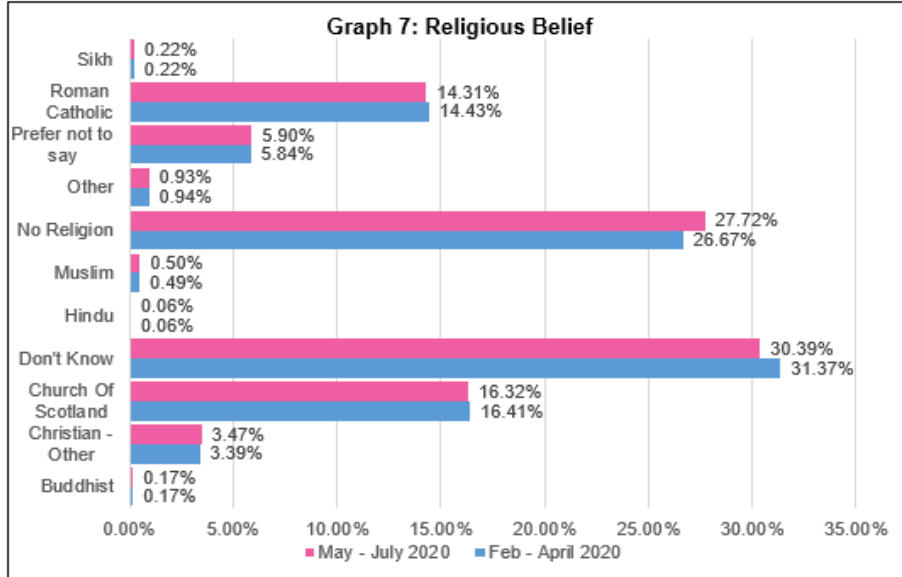


Note:

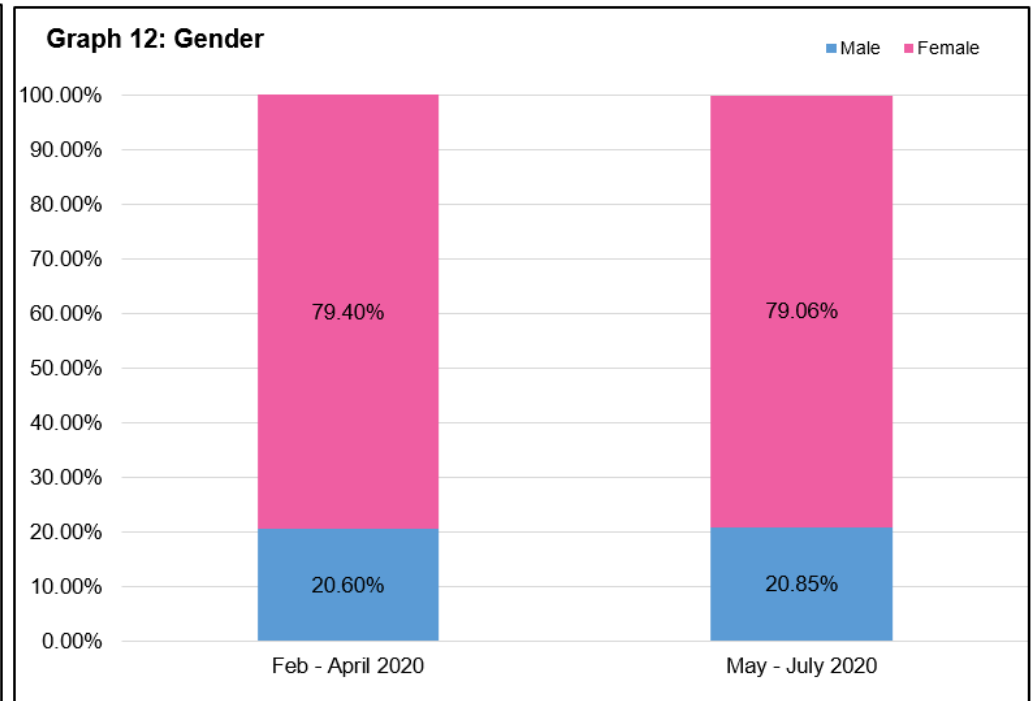
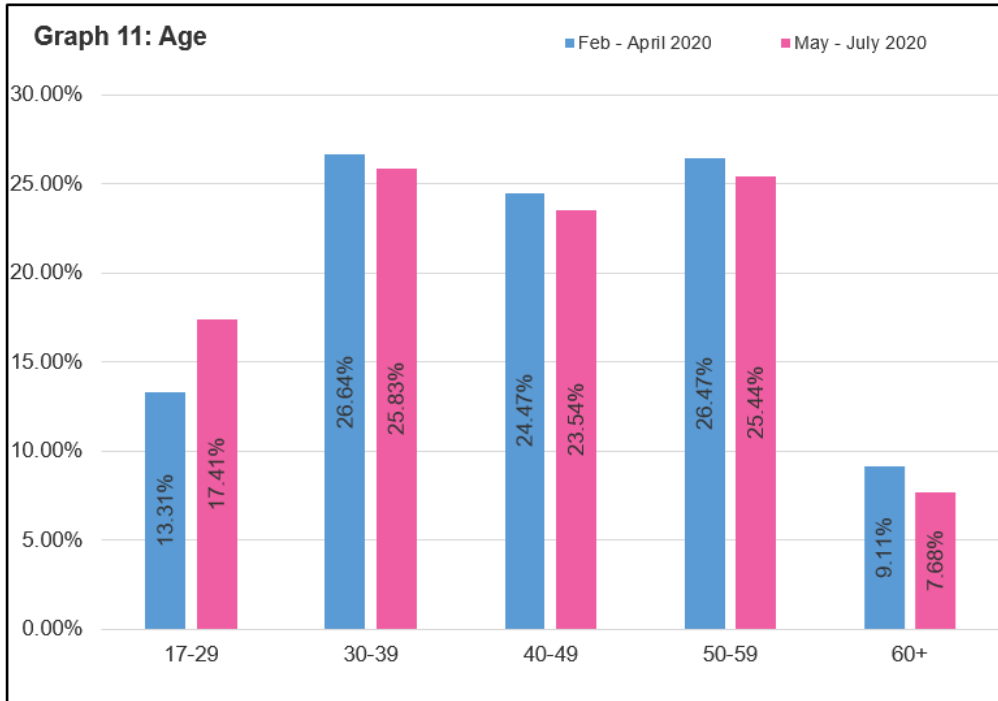
Regional is used when we are recruiting to more than one of the Main Centres - Cardonald, Clyde, East or North. This is predominantly used for Service Delivery and Service Development when the vacancy can be for all or a combination of the Regional Centres, rather than just for one of them.

### 3. Organisational Profile

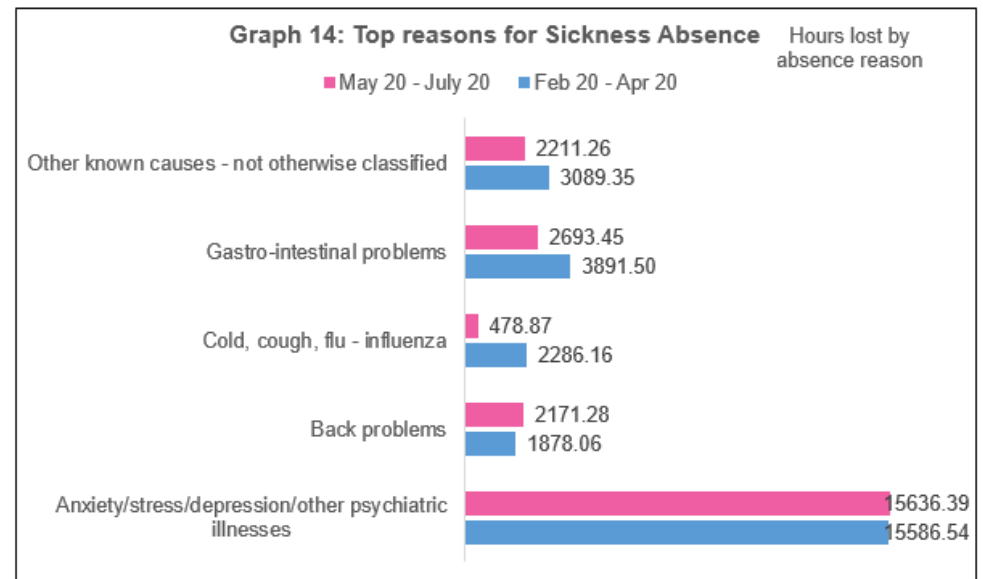
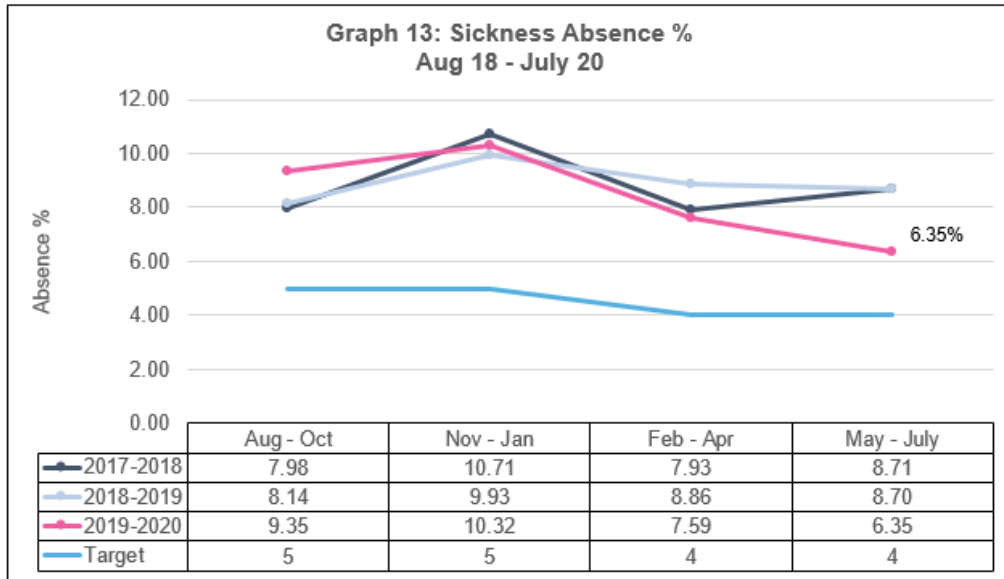
Please note that the graphs below do not contain Secondments In, Bank staff or Agency.



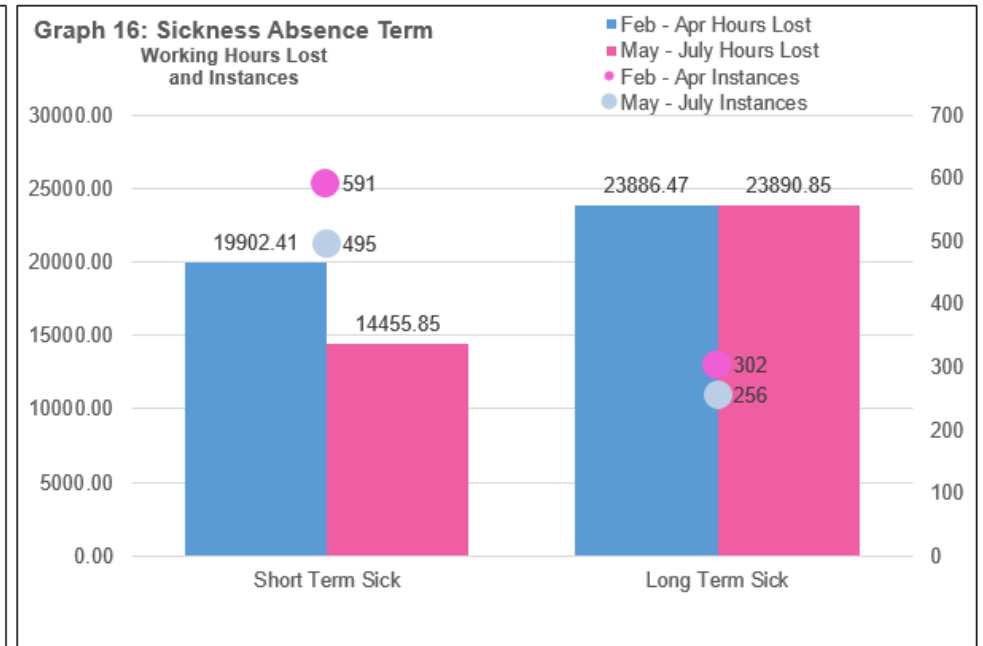
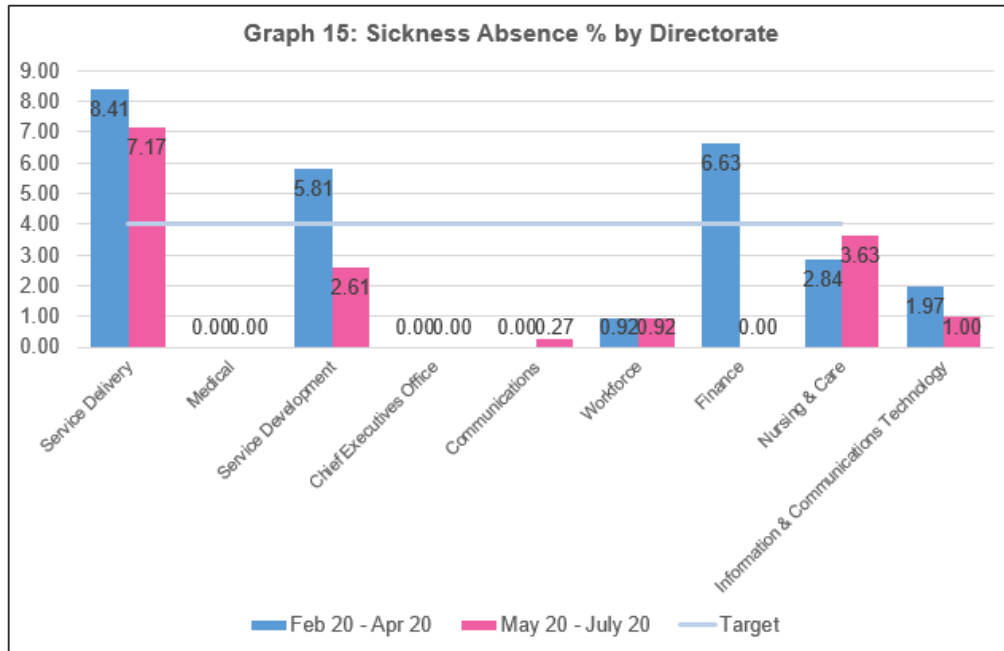
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4. **Absence**

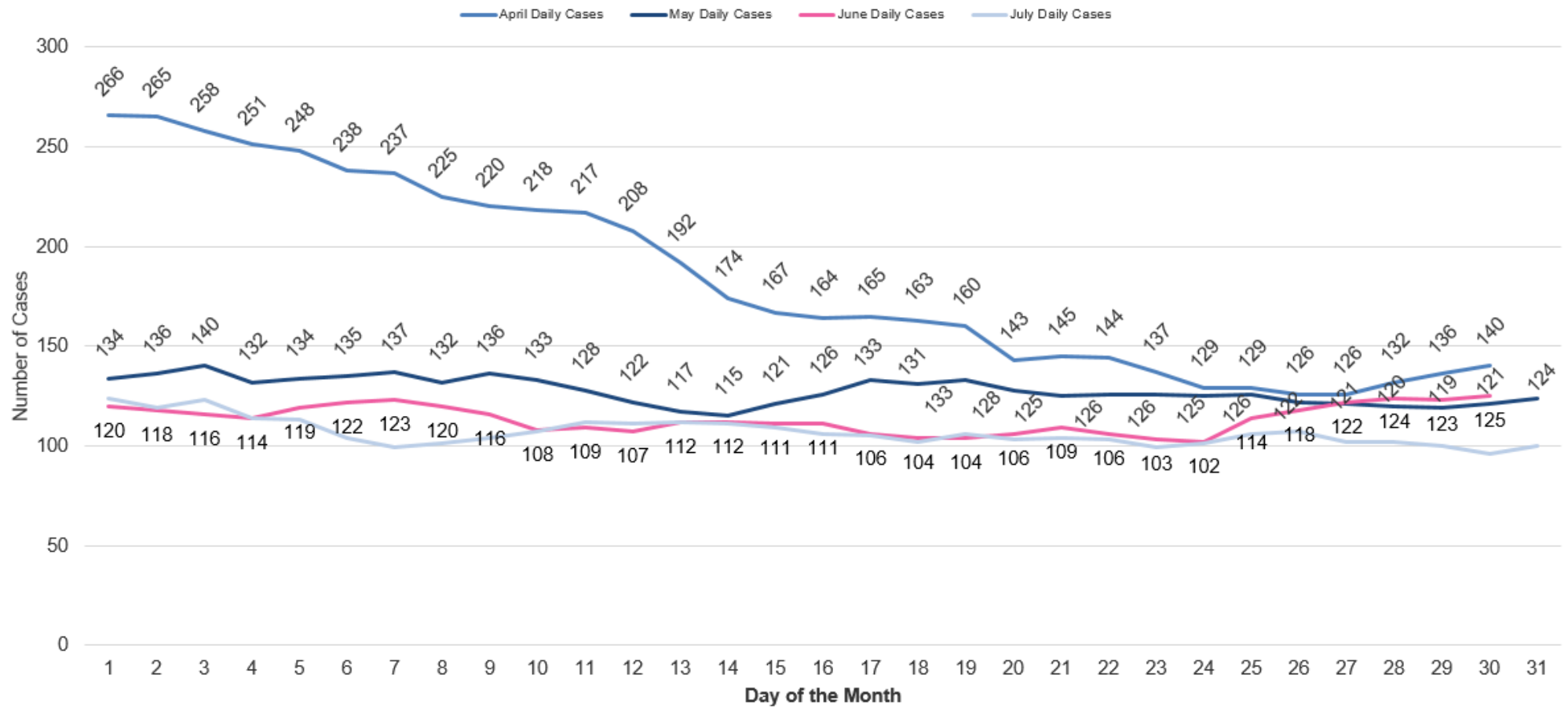


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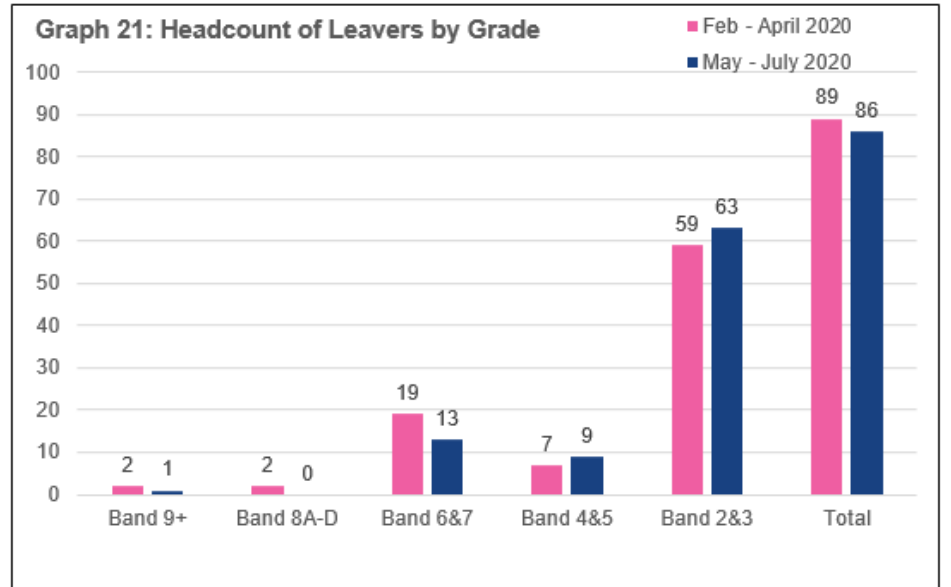
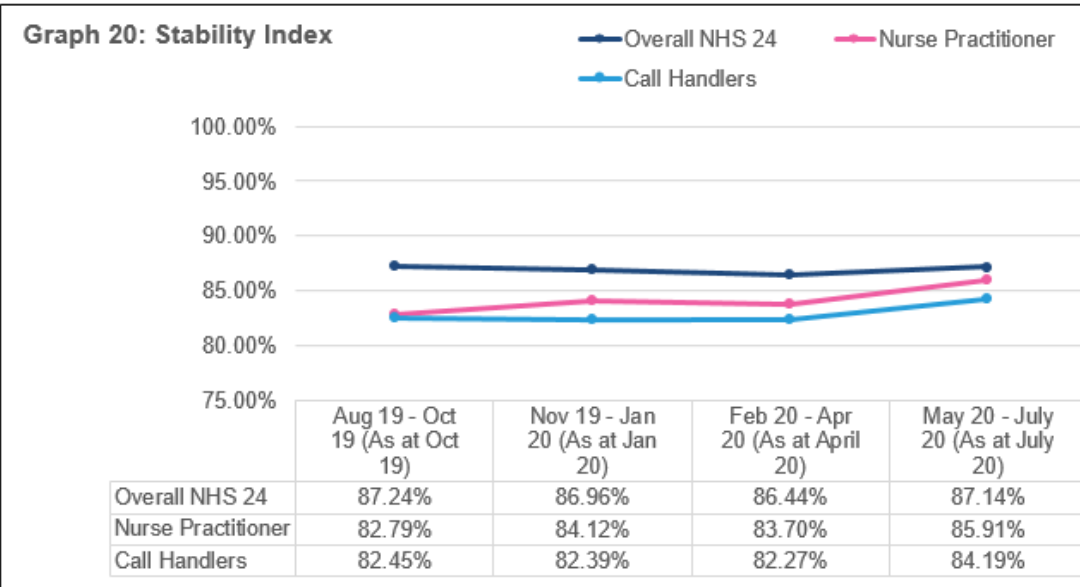
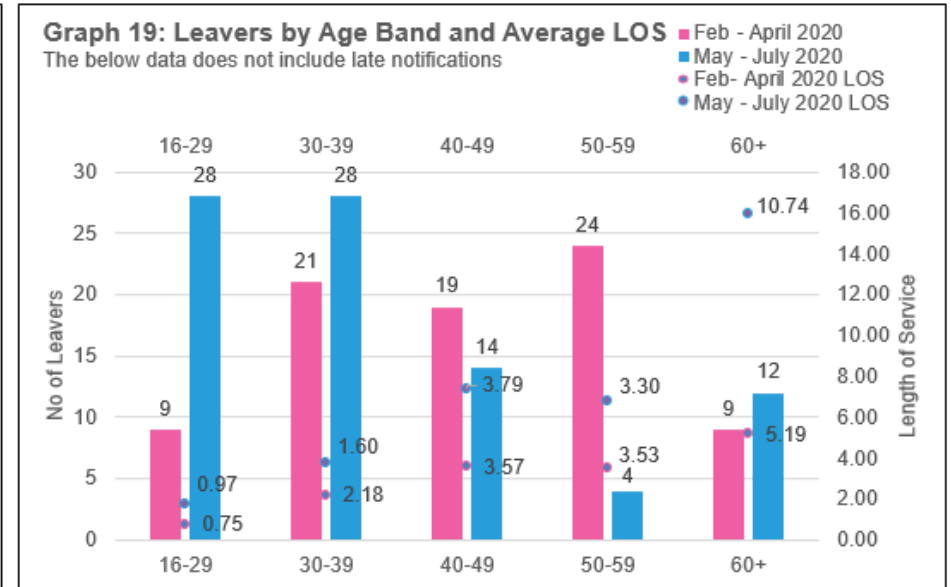
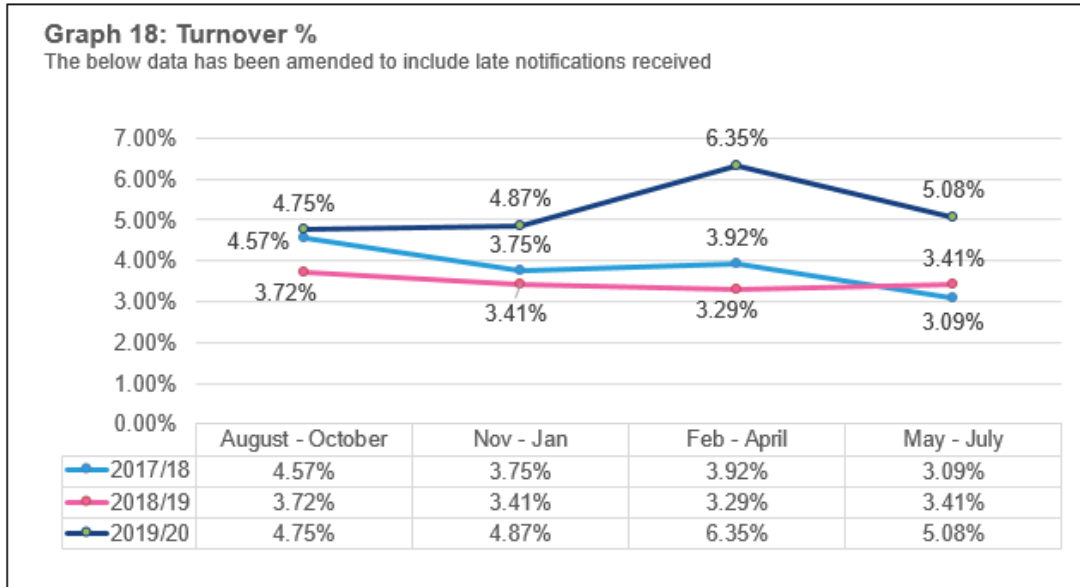


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**Graph 17: Monthly Trend of Coronavirus Open Cases**



5. Turnover





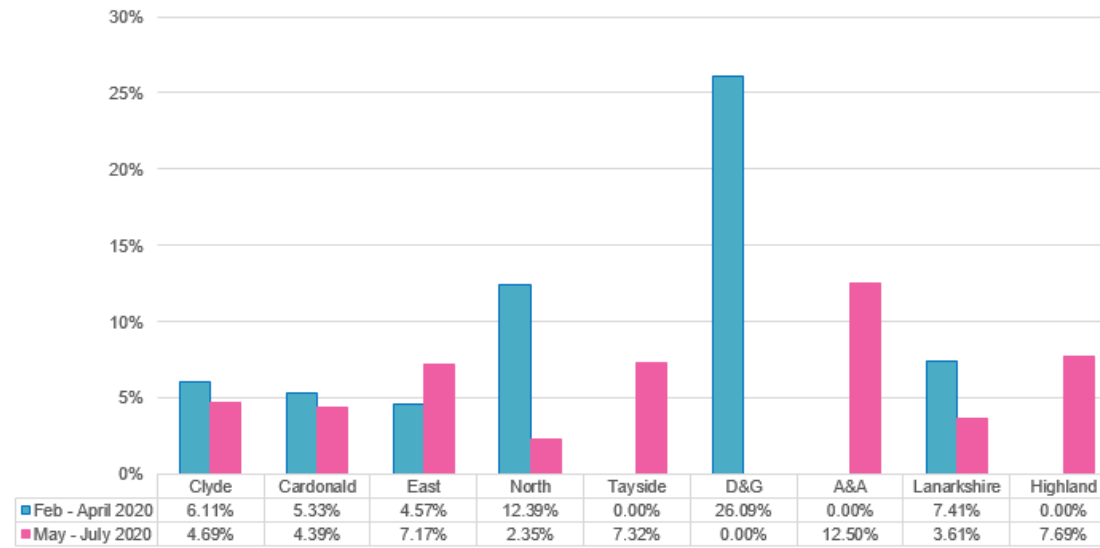
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**Note:**

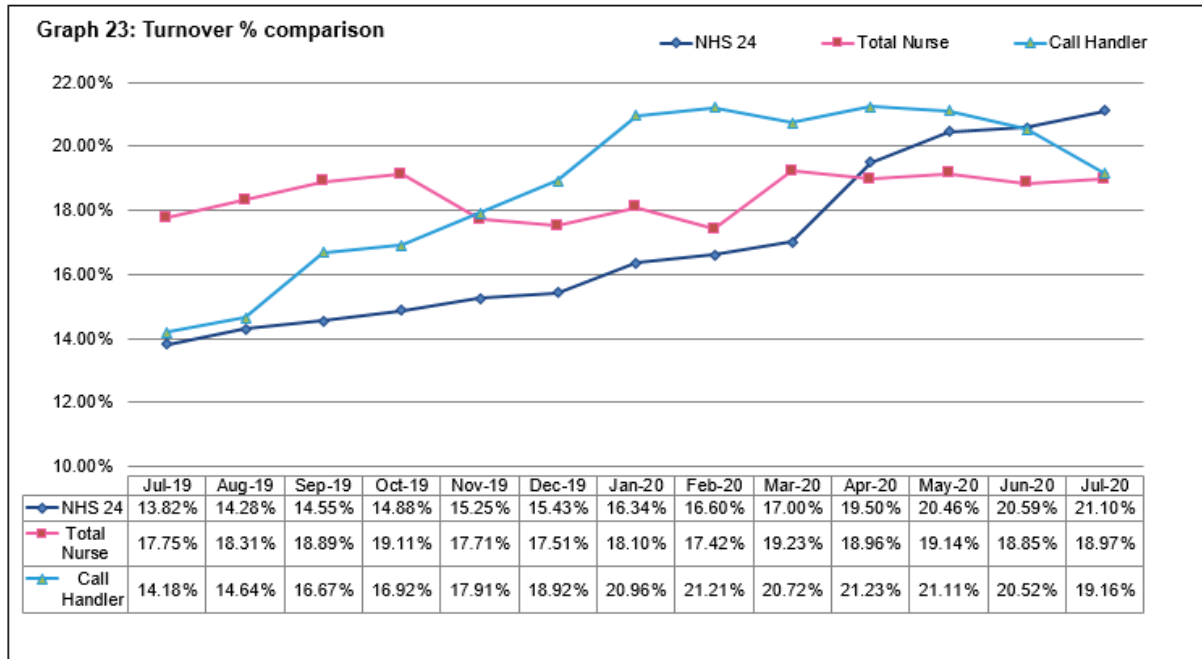
The stability index formula is the number of employees at period end with one year's service or more/number of employees in post one year ago.

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**Graph 22: Rolling Turnover by Location**  
 HQ Staff included within the centre they are based

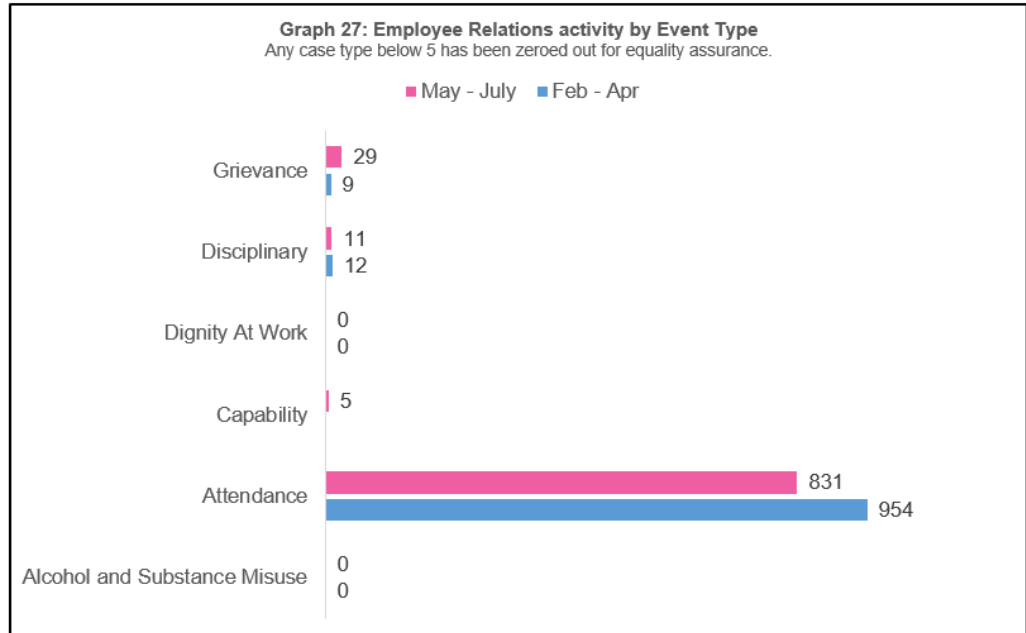
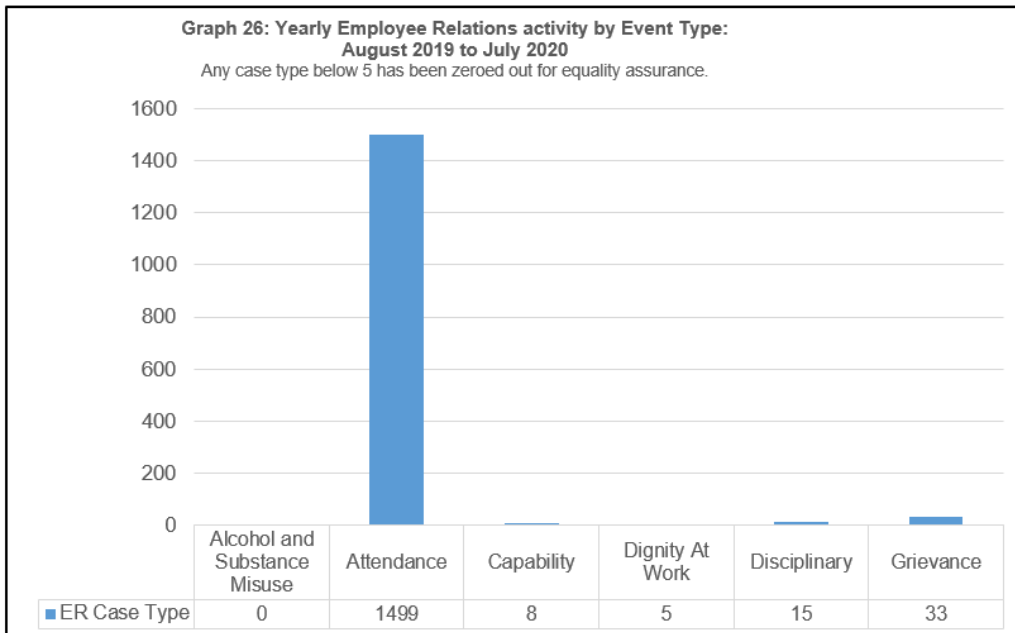
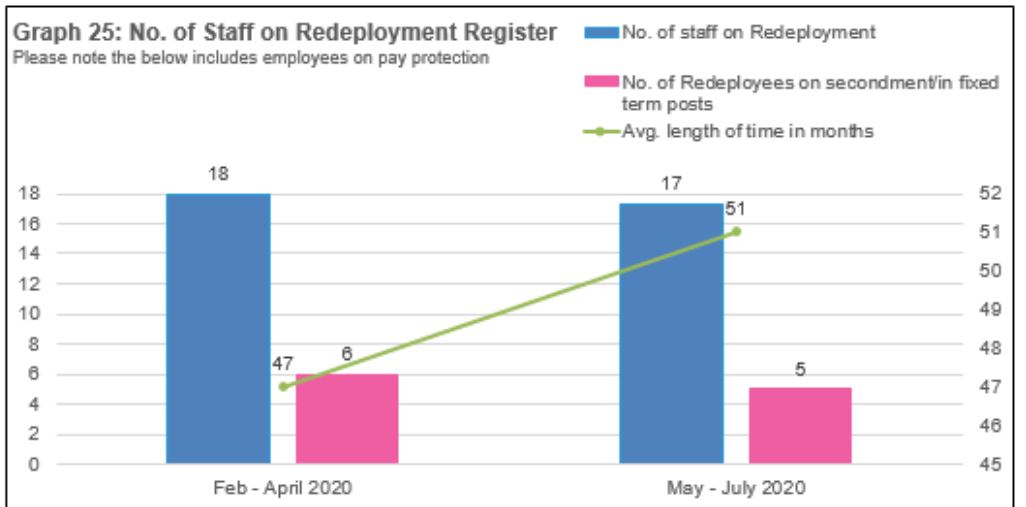
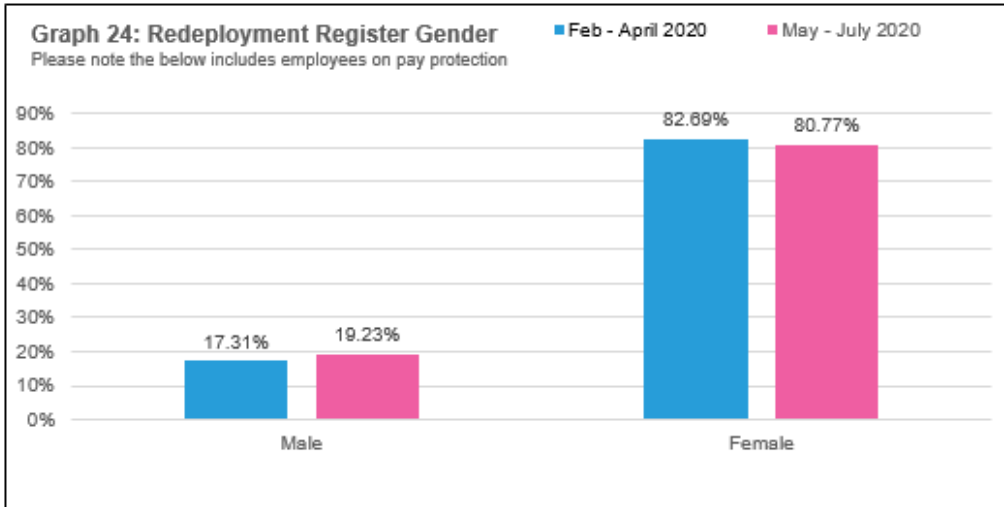


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### 6. Employee Relations

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Please note that due to some case type's being below 5, they have been zeroed out in the above graphs for equality assurance.

## 7. Training

## Learning and Organisational Development: Training Data

### Mandatory & Essential eLearning Modules

**Table 2**

*% of staff who are compliant with the requirement to complete mandatory modules every 2 years*

	<b>Compliant</b>	<b>Completed but refresher now overdue</b>	<b>Never completed</b>
Health and Safety Awareness	73%	21%	6%
Fire Safety	75%	19%	6%
Office Ergonomics	71%	22%	7%
Safe Information Handling	51%	25%	23%

**Table 3**

*% of staff who are compliant with the requirement to complete essential modules*

	<b>Compliant</b>	<b>Non-compliant</b>
Mental Health Improvement and Suicide Prevention	47%	53%
Public Protection	66%	34%

- Note: There are a number of other modules which are currently required to be completed by all staff as part of their induction pathway, these will be incorporated into future Workforce reports as our reporting processes are developed. A paper is currently being developed which will outline NHS 24's overall approach to statutory and mandatory training.

### Essential Clinical Modules

*% of staff who have completed all required clinical modules for their skillset*

<b>Table 4</b>	<b>All modules</b>	<b>Public Protection</b>	<b>Mental Health Awareness</b>	<b>Acute Coronary Syndrome</b>	<b>Meningitis</b>	<b>Recognition of Acutely Ill Adult</b>	<b>Recognition of Acutely Ill Child</b>
Nurse Practitioners	6%	48%	20%	19%	24%	28%	17%
Call Handlers	11%	49%	14%				

### Appraisals

<b>Table 5</b>	<b>Objectives</b>	<b>PDP</b>	<b>Discussion</b>
<i>% of AfC staff in the business who have had agreed objectives, PDP, appraisal discussions in last 12 months, recorded in Turas Appraisal</i>	15%	4%	39%

### **Table 6 Appraisals - Directorate Breakdown**

Chief Executives Office	0%	100%	100%
Communications	42%	25%	25%
Finance	0%	0%	0%
Workforce	56%	19%	41%
Information & Communications Technology	20%	3%	93%
Medical	25%	25%	25%
Nursing and Care	35%	30%	39%
Service Delivery	17%	4%	40%
Service Development	43%	17%	13%